



# **Summer Program Staff Manual**

**(Camps, LPC's & Summer Fun Centers)**

*The mission of  
Montgomery County Recreation  
is to provide high quality, diverse and accessible programs,  
services and facilities  
that enhance the quality of life for all ages,  
cultures, and abilities.*

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# Summer Program Staff Manual

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*"Obstacles are things we see when we take our eyes off our goals"*

*Ziq Ziqlar*

Montgomery County Recreation  
Summer Programs

## 1. Introduction and Welcome

Welcome to Summer Programs! We are anticipating an exciting summer of activities for our campers, and you are an important part of the success. Excellent staff produce excellent programs, and that is our goal.

This manual has been prepared to give you the knowledge necessary to become an effective and responsible staff person. ***We expect you to read it thoroughly before the first day of camp so that you know the standards and practices of Montgomery County Recreation.*** It will also help you understand the philosophy and goals behind the summer camp program, your role, and the conditions for your employment.

***“Coming together is a beginning, staying together is progress, and working together is success”***

***- Henry Ford***

***“There is no substitute for excellence.”***

## 2. Program Mission and Goals

### Our Mission



***The mission of the Montgomery County Recreation is to provide high quality, diverse and accessible programs, services and facilities that enhance the quality of life for all ages, cultures, and abilities.***

### Program Goals

Our Mission Statement (above) is the key principle that guides the summer camp program. How does the Recreation Department define an outstanding camp?

- ***An Outstanding Camp is a place where children are valued.***
- All Staff view each child as a unique individual with something special to offer.
- All Staff show an interest in each child, calling them by name, communicating individually with them, and listening to what they have to say.
- All Staff take time with the children, communicating that being with children in general and them in particular is fun.
- All Staff create an environment where the focus is on the interests and needs of children.

***Making camp fun and safe throughout the day is the key to providing every child a terrific experience!***

## **Program Goals (cont.)**

**An Outstanding Summer Program is a place that is fun and exciting for children.**

- Activities are varied to meet a range of interests, abilities and needs.
- Activities invite participation; they are fresh, interactive and inclusive.
- Camp provides children with choices and opportunities for self-expression.
- Staff is enthusiastic, energetic and fun to be around; they are well-prepared and competent.

**An Outstanding Summer Program is a safe place.**

- Campers are well supervised in every situation throughout the camp day.
- Staff is vigilant; they constantly monitor the camp site for safety hazards.
- Safety is a first priority, and every activity takes safety into consideration.
- Campers are taught good safety measures as part of the camp routine.

**An Outstanding Summer Program provides a great summer experience at a convenient location at an affordable price.**

- Camps are offered at sites that are generally easy for parents to reach.
- Free transportation adds to the convenience and affordability for families.
- Camps are provided at the lowest possible price and are more affordable than camps offered by the private sector.
- Financial assistance is provided so all families can send their children to camp.

### **3. Camp Overview**

#### **A. Camp Structure**

Most summer programs governed by this manual operate from six to seven weeks during the summer. Camps operate from 9:00am to 3:30pm, Monday through Friday and include one to two trips per week to a nearby outdoor County pool for a recreational swimming experience. Typically, one special event or field trip is also planned in addition to swimming each session. Some camps offer access to a morning and afternoon extended camp program, which provides supervision and a selection of engaging activities for campers. (Note: Therapeutic Recreation camps vary in length, duration and program content.)

Little People Centers operate from 9:00am to 1:00pm, Monday through Friday, and do not include swimming or field trips, but may include an onsite special event. They offer a first taste of camp to preschool children without the extended camp option.

Summer Fun Centers operate six weeks during the summer. SFCs operate from 8:00am to 6:00pm Monday thru Friday.

Operating a summer program is a team effort. Directors, Assistant Directors and Counselors with assistance from Junior Counselors and Mainstream Companions work together to produce a safe and fun experience where campers can feel accepted, successful and energized. This team effort is strongly supported by the coordinating efforts of administrative staff to produce outstanding summer camps.

#### **B. Personnel Structure and Responsibilities**

The following information gives the chain of command for the summer program, as well as a general description of the responsibilities of each position.

- **Program Manager**

The Program Manager reports directly to the Division Chief and provides supervision to the Recreation Supervisor and ultimately to the summer day camp program.

- **Program Supervisor**

The Program Supervisor provides countywide management, direction, and administrative support to the day camp program, supervising the Recreation Specialists in each of the regions.

- **Recreation Specialist Programs Team (Regional Specialist)**

The Recreation Specialist is a professional level staff that works year-round to plan and organize the summer camp program. During the camp season, he/she is the Regional Specialist and is responsible for the day camps for a specific region of the county. He/she works with or supervises all personnel for that region, including the Camp Directors, Assistant Directors, and Counselors.



- **Recreation Specialist Non-Programs Team (Regional Specialist)**  
The Recreation Specialist, who is on a temporary summer assignment from another team, is a professional level staff whose work assignment during the summer is primarily focused on summer camps. During the 4-5 weeks leading up to the start of the camp season, they assist with the final planning and staff training sessions. During the summer, he/she is the Regional Specialist and is responsible for the day camps for a specific region of the county. He/she works with or supervises all personnel for that region, including the Camp Directors, Assistant Directors, and Counselors.
- **Camp Director**  
This is supervisory work managing a recreation program and a broad range of services. Supervision of paid and volunteer staff, programs, operations and facility maintenance are involved. An employee in this class provides skilled leadership in specific functions in support of facility based summer recreation programs and activities. Work requires specialized program knowledge and is performed with considerable independence under general supervision but reviewed through reports and observation of program effectiveness by career staff.
- **Assistant Director**  
This is supervisory and skilled work managing a specialized recreation program or directing the activities in support of facility based summer recreation programs. Supervision of other employees or volunteers is involved. Work is performed under the general supervision of higher-level employee.
- **Camp Counselor**  
This is recreation work providing direct leadership in a recreation program at a facility based summer recreation program or activity. An employee in this class may supervise a small specific function within a recreation program or may serve in a specialized capacity requiring specific skills, training, or experience. Supervision of other lower level employees and volunteers may be required. Work is performed under the supervision of a higher-level employee and is reviewed through conferences and observation of performance or completed assignments.
- **Junior Counselor**  
The Jr. Counselor is a volunteer trainee position that provides the opportunity to develop leadership and recreation skills while giving program support to recreation staff. The Jr. Counselor is expected to fully participate in every aspect of the program, help keep children on task and feeling successful, work cooperatively with staff and other volunteers, provide a well structured, safe and fun environment, model enthusiasm and desirable behavior, assist with behavior management, and offer assistance freely wherever needed. He/she typically works just one session, and during that session, is expected to lead at least two activities.

■ **Mainstream Companion**

A Mainstream Companion is generally a young teen volunteer who has been trained to provide individual support to one or more children with disabilities. The responsibilities focus on helping a child or children with disabilities participate in every aspect of camp to the fullest extent possible so that the camp experience is successful for everyone. Occasionally, a Mainstream Companion is a paid staff person whose higher skill level is required to meet the needs of a more challenging camper. Although a Mainstream Companion Manager supervises the Mainstream Companion and periodically visits the camp to offer support as necessary, the Mainstream Companion is an integral part of the camp and is supervised by the Director.

*If in doubt, check it out! Many mistakes  
occur when people make assumptions.*

## C. Ten Tips for Success

***Regardless of your role this summer, following these tips will make you a winner!***

In fact, you'll find the following tips scattered throughout this manual as a quick reminder that *providing an outstanding camp is our goal.*

- Do everything with enthusiasm. It's contagious!
- Be a team player.
- Take initiative, and try new things.
- Maintain a positive mental attitude no matter what the circumstances.
- If in doubt, check it out! Many mistakes occur when people make assumptions.
- Reflect a "can-do" attitude.
- Focus your attention on the campers at all times. After all, that's why you're here!
- Always think in terms of safety first.
- Smile a lot.
- Have fun!

***"If a thing is worth doing, it is worth doing well."***

## **4. Personnel Standards**

### **A. Employment Expectations**

- **Conditions of Employment**

- You must comply with state law requirements and undergo a criminal background investigation.
- You may not work until the hiring process has been satisfactorily completed.

- **Employment Conflict**

- You may not accept outside employment that will interfere with the performance of your job at camp.
- You may not work any other temporary position in the Recreation Department that would cause your work hours to go beyond a total of 40 hours per week, even if there is no conflict in time. In other words, you may not work in the evenings or on weekends for a community center if this work puts you over 40 hours per week when combined with your camp position.

### **B. Pre-Camp Training**

- You are expected to attend pre-camp training that will provide you with many learning experiences designed to prepare you for the camp season. The pre-camp training is a hands-on training where you and other staff are fully involved. The purpose of these sessions is to enable you to:
  - Become completely familiar with all phases of camp philosophy, objectives, operations, schedules, procedures, and responsibilities.
  - Become acquainted and familiar with the staff assigned to your camp in order to work together as a cohesive, cooperative unit.
  - Focus on safety issues relating to campers, including how to provide a safe environment, what potential hazards to look for, and how to deal with emergency situations.
  - Relate effectively to campers and focus attention on their needs and interests.
  - Become familiar with the types of behaviors exhibited by campers and the corresponding behavior management and disciplinary techniques recommended for use.
  - Learn how to create a positive camp experience that is rewarding and fun for the campers.

- Plan the overall summer program as well as the first session's specific schedule so that staff are ready to begin on opening day with a well-coordinated camp program.
- Prepare the campsite for occupancy and use by setting up a First Aid station, creating signs and written camp rules, and storing equipment and supplies.
- You must verify that you have been trained in the appropriate health and safety procedures for your assigned camp. (Training Verification & Commitment Statement will be provided by your site supervisor.)

## C. Dress Code

- Because you represent Montgomery County Recreation to the campers and their parents, you are expected to dress in neat and clean clothes every day as follows: MCRD staff shirt with jeans or shorts, sneakers (i.e., with closed toe and heel). Clothing such as cut-offs, halter tops, excessively short shorts that cannot be seen beneath your T-shirt, sandals or bare feet are considered inappropriate and will not be accepted at camp.
- The regulation staff shirt may not be altered in any way or tucked up to reveal the midriff. The camp shirt that is distributed to campers may not be worn.**
- As a safety measure, dangling or other jewelry that could catch on something — such as earrings, nose rings or necklaces — should not be worn at camp as they could cause injury.
  - During swim activities, you are expected to wear modest and appropriate swimming attire, which includes one piece suits for females and swimming trunks for males. When providing supervision around the pool, you are expected to be dressed appropriately with shoes off or wearing pool shoes in readiness to perform a water rescue.

## D. Standards of Conduct

You are expected to conduct yourself in a professional manner and comply with the standards and practices as specified in this manual while involved in MCRD programs. The following standards of conduct must be strictly followed, and **failure to do so will result in release from your position.**

- All program standards and practices are to be followed at each camp.
- Tardiness and unexcused absences will not be tolerated.
- Jeopardizing the safety and health of the children and other staff will not be tolerated.
- The use of obscene language is strictly prohibited.

- No intoxicants may be brought or consumed on the premises before, during, or after the camp program, and coming to camp with alcohol on your breath will not be tolerated.
- Smoking is prohibited at all programs and at all sites.
- Weapons of any kind are prohibited from Recreation programs, grounds and facilities. (See the Weapons Policy on p.16)
- Unethical conduct — which includes the misappropriation of department funds, the misrepresentation of a position and/or responsibilities, sexual harassment (see the Sexual Harassment Policy on p.15) or misconduct, insubordination or other inappropriate behavior — will not be tolerated.

## **E. Employee Requirements**

- You will be paid from 15 minutes before until 15 minutes after the camp day, and you are expected to be working onsite the entire time. In other words you are expected to report to your worksite to prepare for the day and be ready to welcome campers.
- You are expected to remain onsite throughout the camp day, except when the camp itself goes on a swimming or field trip. Everyone rides the school bus to an off-site event.
- You are expected to eat with the campers. No one may leave the campsite during the lunch period, as programming continues throughout the entire time.
- If an emergency occurs and you need to leave the camp during the workday, you must obtain permission from the Camp Director. The Recreation Specialist should be notified in writing if this excused absence is expected to adversely affect the quality or safety of the program so that other arrangements can be made.
- If you have a legitimate illness and cannot report to work, you must call the Camp Director and the Camp Coordinator as soon as possible so arrangements for proper coverage can be made. When possible, you should call the evening prior to the absence.
- If the above procedure is not followed, the absence will be considered unexcused. Any unexcused absence, even if it is for as short as ten minutes, is subject to disciplinary action, and two unexcused absences could be grounds for release from employment.
- Personal phone calls and guests are not permitted during working hours, and personal cell phones are to be turned off or muted and checked only during breaks.
- Unless excused, you are expected to participate in all staff meetings.

## **F. Program Staff Meetings**

- Scheduled staff meetings will be held at weekly intervals to discuss any relevant topics about camp and to discuss and plan the program for the following week. During staff

meetings, every staff member has the opportunity to participate and contribute his/her ideas. Junior Counselors should be encouraged to participate in all staff meetings.

- Problems relating to campers, camp, and staff may be discussed and hopefully solved during these meetings. The meetings also provide an open forum for all staff and volunteers.
- The goal of these meetings is continuous improvement of the summer programs, staff, and the camp experience.

***Don't forget: Providing an outstanding summer experience for our campers is the goal, and it's your job to make it happen!***

## **G. Summer Employee Performance Assessment**

- You will receive a written performance assessment from your Program Director, which will be supplemented by informal day-to-day feedback. The Program Coordinator will also assess the Program Director.
- The Employee Performance Assessment has two important functions:
  - To acknowledge commendable work performance; and
  - To motivate staff to reach for higher levels of work performance.
- This assessment becomes part of each employee's employment record and is the basis for continued employment with MCRD.

## **H. Staff Non-Compliance**

Working in a summer camp is a highly responsible position involving the safekeeping of children. In keeping with its goal of striving for excellence, the Recreation Department expects a high standard of conduct from its staff.

Failure to comply with the policies and procedures described in this manual is taken seriously, and disciplinary action will result. The Camp Director will use the staff action report to document the situation, and to provide coaching for improvement. (See the staff action report on p. 56)

## I. Sexual Harassment Policy

- Every employee has the right to work in an environment free of all forms of discrimination, and sexual harassment is a form of discrimination that is illegal under federal, state and local laws. MCRD has zero tolerance for sexual harassment.
- The complete policy on sexual harassment is included in the *Day Camp Standards Manual*. An abbreviated definition follows:

Sexual harassment is verbal or physical conduct that includes:

  - Unwelcome sexual advances;
  - Requests for physical conduct of a sexual nature; and
  - Any written, verbal or physical conduct of a sexual nature that has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.
- Sexual harassment includes, but is not limited to the following:
  - Requests for sexual favors; the use of threats or force to obtain sexual favors;
  - Sexual propositions or innuendo;
  - Suggestive comments;
  - Sexually-oriented teasing or joking;
  - Jokes about gender-specific traits;
  - Unwelcome or uninvited touching, patting, pinching or brushing against another's body;
  - Obscene spoken or written language, obscene gestures
  - Display of offensive or obscene printed or visual material.
- An employee who is subjected to sexual harassment, witnesses it, or has knowledge of it should immediately bring the matter to the attention of his/her supervisor.
- Any employee who sexually harasses another staff member or participant will be released from Assessment, Director-Assistant Director.

## J. Weapons Policy

- Weapons are defined generally as any implement that can cause bodily harm, including (but not limited to) knives, metal knuckles, nun chucks, guns, rifles, or other firearms, as well as any object used as a weapon. An abbreviated definition of the Weapons Policy of Montgomery County Recreation is as follows:

**“Except for law enforcement officers, no person shall carry or possess a weapon of any kind on Recreation Department grounds or facilities or while attending a Recreation Department program.”**
- You may find the complete policy on weapons in the *Day Camp Standards Manual*.



## **K. Program Facilities and Property Use**

- MCRD Camps use Maryland-National Capital Park and Planning Commission, Board of Education and County Government facilities. Pools operated by the Aquatics Team of MCRD are used for camp swim times. Bus transportation is contracted through Montgomery County Public Schools. All other outside services are available through contractual arrangements (e.g., canoeing).
- Program staff is responsible for the care and usage of these camp facilities and property, and care must be taken to avoid damage or waste.
- Personal use of equipment and facilities by staff is prohibited.

## **L. Program Planning**

- Staff members are responsible for planning and delivering age appropriate creative recreation program activities following the camp goals and objectives. Each camp is furnished with program resources to help with the planning process, and staff should take the time to become familiar with them.
  - Two full-day rainy day programs with appropriate equipment and supplies should be planned before each session begins.
  - Back-up activities in the event that plans must be changed and transition activities for unscheduled moments, should be planned in advance and used as necessary.
  - A weekly activity plan, which becomes the basis for each session's newsletter, should be used to plan activities. It must then be used when implementing activities so that the camp activities actually are what the newsletter states. (See the weekly activity plan on p. 55.)
  - Camper participation and leadership opportunities should be incorporated into the program as much as possible.

## **M. Supplies and Equipment**

- A general order of supplies and equipment has been prepared for each camp in advance that should last through the total summer program.
- Prior to the start of the program, you should handle the supplies and equipment allocated for your specific camp as follows:
  - Inventory the supplies and equipment to see what is available and to plan craft activities around them.
  - Secure all supplies and equipment, label them with the camp name, and make your stockroom off limits to campers.
  - Everything must be prepared in advance of the activities as follows:
    - Put supplies in order, with proper amounts ready for the planned activity.
    - Daily inspection of equipment for possible repairs and replacement.
    - Return supplies and equipment to the proper storage area, and arrange for next day use.
- Share craft ideas at staff meetings to help other camps, and swap supplies to fully utilize what has been ordered.
- On the last day of camp, inventory and neatly package all equipment and usable supplies as instructed at that time.

## **N. Program Evaluation**

- In an effort to continuously improve the summer camp program, both participants and staff are given the opportunity to provide feedback at the end of the session or the summer.
- If you perceive a problem any time during the summer, you should ask for an evaluation form in order to suggest improvements and changes.

## 5. Security and Safety Procedures

The most important responsibility of all recreation staff is the *safety* of campers, Junior Counselors and staff. The following safety standards and practices are important in maintaining a safe environment and program.

### A. Safety Plan for General Onsite Activity

- Every day camp must be in compliance with all local fire and safety code requirements, as prescribed by State and County regulations including having an evacuation plan posted.
- To provide an early alert to fire, fire alarms are located in all facilities utilized by Recreation Department day camps, and Camp Directors must be aware of their locations in the event of an emergency. An emergency evacuation drill will be conducted on the first day of each session.
- A minimum of one staff for every 10 or 15 campers will be on duty to provide supervision at all onsite activities.
- A minimum of three staff certified by a national organization in cardiopulmonary resuscitation (CPR) and First Aid must be on duty at all times during onsite activities.
- A phone (i.e., either a land line or a cell phone) will be available for use in the event of an emergency, and the phone numbers will be posted on the Critical Program Information sheet.
- Confidential Health information and emergency contact records will be maintained on site for all campers, staff, and volunteers.
- Attendance will be taken at strategic times throughout the camp day to ensure that all campers are properly accounted for. The attendance sheet is a legal document and should only have the appropriate check marks or A for absent in the boxes. All Campers must be registered for the camp to attend.
- Parents will be expected to sign their children in at the beginning of the program day and sign them out at the end of the day to ensure optimum security.
- Facility and equipment inspections will occur in the morning and the afternoon each day for optimum safety. This inspection includes checking to see that soap and toilet paper are available in all bathroom facilities.
- Protective gloves will be used when providing first aid care to avoid the possibility of contamination.
- To minimize risks that might result in injury, every safety precaution will be taken when implementing an activity including giving verbal instructions and precautions, having staff keep alert for potential hazards, and having a First Aid kit on site.

- The *Day Camp Standards* that includes the department's health and safety standards and practices will be on site and will be followed for the optimum health and safety of campers and staff.

***Always think in terms of safety first.***

## **B. Camper Safety**

Here are some general guidelines for camper safety:

- Inform campers of the camp name, the name of the facility, and the names of the camp director and staff with an emergency phone number (as age appropriate).
- Teach campers to be alert to potential hazards, and keep them aware of the First Aid area by regularly referring to the location.
- Make sure that staff is always visible when working or interacting with campers. Visual barriers should never be set up that prevent others from seeing what is occurring.
- Be aware of the skills and general physical conditions of the campers at all times during their participation in an activity to avoid over-exhaustion.
- Know which campers are on medication at camp, and be alert to changes in behavior or other physical indicators. Also, when the Camp Director administers medication at camp, see that there are no distractions and that the right camper is being given the correct medication.
- Be aware of the dangers of over-exposure to the sun. Recommend to parents that their children use sunscreen and wear hats for protection from the sun. When campers are swimming, they should especially use sunscreen. However, **staff may not put sunscreen on the campers.**
- Use common sense and safety consciousness when setting up and conducting activities, constantly staying alert to potential hazards related to the facilities, grounds and equipment. Before conducting an activity, explain the rules and proper procedures for using the equipment. Stop the activity if campers are getting out of control or are not complying with the rules, making the activity unsafe.
- Make sure that campers use equipment such as climbing bars, swings and slides only as intended. Do not allow anyone to hang upside down on the bars.
- Make campers aware of any unmovable natural hazards such as poison ivy or a body of water. Place signs or rope off these areas when possible, or show them how to easily identify the hazards. A short hike around the site should be taken and hazardous areas pointed out to the camper

Note: for more information on camper safety, see the *Security Safety Standards* (pp. 27-30), which is part of the *General Safety Standards*.

***Focus your attention on the campers at all times.  
After all, that's why you're here!***

## **C. Site Safety**

Providing a safe environment at camp is a critical component of the summer camp program. Here are some guidelines to ensure site safety at your camp:

- Inspect equipment, furniture, supplies, appliances, facilities and grounds twice daily. Document these inspections in the morning and afternoon on the daily inspection form provided.
- Immediately report safety hazards to the Camp Director that result from these inspections, and subsequently to the Camp Coordinator, if the hazard cannot be corrected.
- Report any unusual or questionable situations and/or persons to your Camp Director.
- Make sure that an evacuation plan is posted and readily available.
- Secure the building when leaving the site, including checking lights, stove, etc. to be sure that everything is properly turned off.

## **D. Safety Plan for Natural Bodies of Water**

When a water activity is planned involving a natural body of water, such as a stream, it is always best to assume that the water is naturally contaminated by birds and animals. However, unless a sign is posted stating that the water is unsafe, campers may safely enjoy a water activity such as creek walking, provided the following safety plan is followed:

- A minimum of one staff for every 10 or 15 campers will be on duty at an activity involving a natural body of water.
- At least one staff certified in CPR/First Aid must be on duty, and if the water is above the campers' knees, then an individual certified in lifesaving must also be on duty.
- Campers must be reminded not to drink the water or play in such a way that would cause water to enter the eyes, ears, or mouth of another person.
- Campers will also be reminded not to put their hands in their eyes, ears, or mouth while they are in the water.

- Following the activity, campers must wash their hands with soap and water or an anti-bacterial solution, particularly if they are going to eat afterwards.
- Campers must also wear shoes in the water to protect their feet from sharp stones or debris.
- At no time should a natural body of water be altered in a way that would disturb the natural environment (i.e., removing rocks, building a dam, etc.)
- Attendance will be taken at strategic times during an activity to ensure that all campers are properly accounted for.

Note: The information relating to stream safety has been furnished by the Maryland-National Capital Park & Planning Commission.

***Be safe . . . always!***

## 6. Safety Standards for Offsite Activities

### A. Safety Plan for an Offsite Activity (Field Trip)

- Parents will be informed in writing of an offsite field trip and will be expected to furnish written authorization for their child to attend.
- A minimum of one staff for every 10 or 15 campers will accompany the camp on an offsite activity to provide supervision.
- Campers will be transported by MCPS bus, following the safety plan for transportation.
- A minimum of three staff certified by a national organization in cardiopulmonary resuscitation (CPR) and First Aid must be on duty at all times during offsite activities.
- A cell phone will be available for use in the event of an emergency.
- Health information, emergency contacts, and any authorized medications for campers, staff, and volunteers will be taken on an offsite field trip in a locked container.
- Attendance will be taken at strategic times during an offsite activity to ensure that all campers are properly accounted for.
- To minimize risks that might result in injury, every safety precaution will be taken when implementing an offsite activity including giving verbal instructions and precautions, having staff keep alert for potential hazards, bringing a First Aid kit that includes hand sanitizer solution to the offsite activity, and putting in place an offsite emergency response system.

### B. When Going Offsite

The following materials must always be taken on an offsite activity:

- Camp roster
- Parent permission forms for all campers (for field trips only)
- Health & Information forms for all campers, CITs and staff
- First Aid kit
- Medication
- *Day Camp Standards Manual*

### C. Offsite Emergency Response System

For each offsite activity, there must be an emergency response system about which staff, volunteers and campers (i.e., as age appropriate) are informed. This system includes:

- **A Planned Meeting Place for Lost Campers:** A planned meeting place should be agreed upon in advance in the event that a camper becomes separated from the group. If a phone is available at this location, all staff must have the phone number.

- **Staff Coverage of the Meeting Place:** If the planned meeting place is staffed by other employees (e.g., pool, zoo or museum staff), these people should be made aware of the lost camper system. A camp staff member should check this area periodically for lost or non-participatory camper(s). If there are no facility employees available, staff should be rotated through this area so that coverage is maintained.
- **Camper Orientation:** Campers should be made aware of the following guidelines before going offsite: (1) avoid talking to strangers; (2) report to staff concerns regarding any unusual behavior of campers or strangers; and (3) follow common sense rules regarding the use of public facilities (e.g., streets, sidewalks, public places, etc.)
- **Camper/Staff/JC Orientation:** Everyone at camp (i.e., campers included, if age appropriate) must be made aware of the emergency facilities/agencies and the availability of phones in the event that he/she is unable to reach the Camp Director or Recreation Specialist/Camp Supervisor when offsite.



## **7. Safety Standards for Watercraft Activities**

### **A. Safety Plan for Watercraft Activities**

Any time a camp participates in a watercraft activity (e.g., canoeing, kayaking, etc.), additional precautions must be in place to ensure optimum safety for all campers, volunteers and staff. The following Safety Plan for Watercraft Activities will be in effect.

- Watercraft will be equipped with U.S. Coast Guard approved personal flotation devices (i.e., as prescribed for the specific type of craft and number and age of occupants), and all occupants of a watercraft will wear an approved personal flotation device.
- Attendance will be taken before and after the boating activity to ensure that all campers are properly accounted for.
- The Day Camp Standards, a First Aid kit and cell phone will be available for use in the event of an emergency.
- Health information, emergency contacts, and any authorized medications for campers, staff, and volunteers will be taken to the scene of the watercraft activity in a locked container.
- All individuals will be trained in watercraft safety procedures before using a watercraft.
- A minimum of one watercraft instructor certified by a national organization will be present during an activity.
- A minimum of two individuals certified in CPR/First Aid will be on duty at each water activity.
- One certified lifeguard or water safety rescuer, (who may also be certified in CPR and/or as a watercraft instructor), will be on duty at each water activity.
- The overall ratio of one staff on duty for every 10 or 15 campers will be in effect during a watercraft activity.

## 8. Security Safety Standards

### A. Daily Attendance

- Parents will be expected to sign in their children when they drop them off at camp or extended camp, and sign them out when they pick them up.
- Once the camper is signed in, he/she must also be checked in on the daily attendance sheet. Late arriving campers must also follow these procedures before joining activities.
- You are responsible for the health, safety and welfare of your group of 10 to 15 campers (Note: Therapeutic Recreation camp ratios vary). It is important to know where your campers are and what they are doing at all times.
- When the camp has an offsite activity such as swimming or a field trip, you must use the attendance roster as a checklist. Call each camper by name as he/she boards the bus, and do it again once you have arrived. As a *double check* for accuracy (i.e., not as the sole form of checking), you may also do head counts.
- You must also sign in and out each day on the staff attendance form.

### B. Supervising and Releasing Campers

#### 1. Responsible Supervision

From the moment a parent drops his/her child off at camp, staff is responsible for the whereabouts of that child. ***Knowing where each child is at all times is a critical responsibility of all staff, and failure in this area will be grounds for release from employment.***

#### 2. Responsible Release of a Camper

When releasing a camper, always implement the following procedures:

- Review the Health & Information form of the camper to verify who the authorizing individuals are. Never release a camper to anyone other than the authorized person(s).
- Ask for picture ID until you can recognize the person, and have him/her sign out the child.
- Only deviate from the Health & Information form if the authorizing parent has provided a written change in pick-up procedures.
- If you have doubts about anything, take the time to check further, even calling the parent before releasing the child. ***Do not release the child until everything has been satisfactorily verified.***

### 3. Late Pick-Ups

Parents are expected to pick up their children on time, and this expectation is clearly stated in the parent letter. When a parent is late, one staff person must stay with the camper (i.e., generally the Camp Director or Assistant Director), and follow the procedures below:

- **After 10 Minutes**  
Call the parent or guardian and/or the emergency contact number to request an immediate pick-up. Continue to call every 5 minutes if necessary.
- **After 30 Minutes**  
Call the Camp Coordinator and/or the Camp Office for instructions. Then call the parent and/or emergency contact again to insist on an immediate pick-up and to indicate where the child will be taken.
- **After 60 Minutes**  
At this point, a note as to the whereabouts of the child should be left on the camp door. The Camp Coordinator or the Camp Supervisor will pick up the camper and transport him/her in a County vehicle to the closest extended camp or the Camp Office. If the parent or emergency contact still does not come, the appropriate County agency will be called to pick up the camper for safekeeping.
- **Staff Payment**  
If a staff person other than the Camp Director or Assistant Director stays with the camper, he/she may add the extra time to the time sheet, provided communication has occurred with the Camp Coordinator and a late fee form provides verification.
- **Parental Responsibility**  
Parents will be charged a late fee of \$10 for each 15 minutes (or portion of 15 minutes) that they are late per child regardless of the reason for being late. Payment is due at the time of pick-up, and the camper may not return to camp until the charge is paid. A late fee form must be completed, and a copy given to the parent as his/her receipt for payment.

### C. Displaced Camper

Staff are responsible to know the whereabouts of campers at all times, both onsite and when on a swimming or field trip away from the camp site. Failure to do so could result in a camper wandering away, which is an extremely dangerous situation. If you are not able to account for a child for any reason, immediately implement the following procedures:

- **Missing for 0 to 5 Minutes**
  - Alert the Camp Director immediately.
  - Check the area where the camper was last seen.
  - Conduct a thorough roll call and head count to ensure accurate accountability.
- **Missing for 5 to 10 Minutes**
  - Expand the search area.
  - Assign some staff to conduct the search.

- Assign other staff to continue supervising the rest of the campers and to continue conducting activities with minimal disruption.
- Simultaneously, conduct a “paper search” by checking attendance records, bus records or any other daily record that might shed light on the situation.
- **Missing for 10 to 15 Minutes**
  - At 10 minutes, call the Camp Coordinator and the Camp Supervisor, and give a detailed description of the missing camper (i.e., physical appearance, clothing, etc.) and the time he/she was last seen.
  - Follow their instructions.
  - Conduct another roll call and head count.
  - Continue to expand the search area.
- **Missing Beyond 15 Minutes**
  - At 15 minutes, the Camp Supervisor, or in his/her absence, the Camp Coordinator will call 911 to alert the police.
  - Call the parents to alert them to the situation.
  - Follow instructions from the Camp Office and the police.
  - Continue to assign some staff to the search.
  - Continue supervision of the other campers and continue activities.
  - Complete an incident report when the camper has been found.

## **D. Camp Security**

### **1. Unauthorized Person(s)**

Unauthorized person(s) are not permitted to visit the campsite during program hours and will be asked to leave. Any visitor who refuses to follow these policies or who generally seems inappropriate for any reason, must be reported to the Camp Office.

### **2. Visitors at Camp**

Visitors are not encouraged as they can become a distraction, and camp staff is not permitted to bring guests. When parents/guardians wish to visit, they must first check in with the Camp Director, unless the activity has been advertised as a time for visitation by parents/guardians.

## 9. Health Procedures

### A. Health Information Procedures

- For the safety and health of campers, JCs and staff, Health & Information forms must be on file at camp. Campers, JCs and staff are required to bring health forms on the first day of camp, and the Camp Director is responsible for collecting and alphabetizing them.
- Health information is *confidential* and only for use by camp staff.
- Health forms will be carried wherever the camp goes (i.e., the pool and on field trips).
- Prescribed medication should be administered by the parent at home. If medication is absolutely necessary for a camper, the parent must have a prescription authorization form on file at camp. Only the Camp Director, and in his/her absence, the Assistant Camp Director, is authorized to administer medication.
- Staff must follow the same policy as campers, and take medication at home, if at all possible. If this is not possible and if you are under the age of 18, you must bring a completed prescription authorization form to camp and have the Camp Director administer your medication in the same way as for campers. The instructions on the prescription authorization form must be carefully followed.
- All medications are to be locked in the medication box for safekeeping, whether or not you are under the age of 18, and only the Camp Director may open this box.
- Medications that require refrigeration cannot be stored at the campsite as refrigeration cannot be guaranteed.

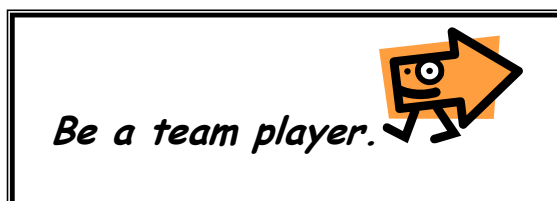
### B. General Health Practices

- Each camp must designate a First Aid area where campers or staff can go to receive first aid.
- Each camp must have a well stocked First Aid kit containing the necessary supplies to properly treat minor injuries. The Camp Director must maintain adequate first aid supplies at all times.
- Parents must be well informed of health-related situations. As a general rule, an injury to the head, face, neck, or back ☐ or anything else that is at all serious ☐ requires a call to the parent. Sending a Bumps 'n Bruises note home to the parent is always a good idea, too, to keep communication open.
- Protective gloves must be used at all times when applying first aid.

- Staff should routinely observe campers for behavior, activity level, or any other changes in their physical condition that may indicate an emerging medical problem.
- If a camper needs to be taken to the hospital, the Camp Director or Assistant Director must accompany him/her.
- Camp staff must refrain from responding to medical questions from parents or others since the correct answer is not possible without a proper medical examination.

## C. Communicable Diseases

- Staff must be alert to the possibility of a communicable disease and be prepared to notify parents of the exposure.
- The *Day Camp Standards* Manual has a complete listing of procedures and fact sheets for better clarification.



## D. Precautions regarding Blood-Borne Diseases

### 1. Definition

A blood borne pathogen is any infectious agent whose method of transmission is through exposure to the blood of an infected person (e.g., bacteria, viruses and other germs that are carried in the blood stream). Blood borne pathogens that cause the greatest threat are:

- Hepatitis B Virus (HBV)
- Hepatitis C Virus (HCV)
- Human Immunodeficiency Virus (HIV), which is the virus known to cause the Acquired Immuno Deficiency Syndrome (AIDS)

## **2. Hepatitis B Virus (HBV)**

- The Hepatitis B virus is spread by contact with the blood of an infected person or by having sexual relations with an infected person.
- HBV cannot be spread by coughing, kissing, sharing utensils, eating or drinking food or water, or through other casual contact with an infected individual.
- Ways to protect yourself from HBV are: getting vaccinated; avoiding sexual contact; not sharing anything that might have blood on it; following standard precautions.

## **3. Hepatitis C Virus (HCV)**

- Hepatitis C is a liver disease caused by the Hepatitis C virus (HCV), which is found in the blood of an infected individual. The infection is spread by contact with blood of an infected individual.
- HCV cannot be received by coughing, kissing, sharing utensils, eating or drinking food or water, or through other informal contact with an infected individual. There is no vaccination to prevent Hepatitis C.

## **4. Human Immunodeficiency Virus (HIV)**

- HIV is the virus that causes AIDs, which is a disease that slowly destroys the body's immune system.
- HIV is spread by: sexual contact, contaminated needles, tattoos or other piercings from contaminated needles, transfusions (in rare instances), infected blood or bodily fluids coming in contact with an open cut or wound.
- HIV is not passed to another individual through contact with a toilet seat, a bite from a mosquito, tick or flea, or casual contact with an infected individual such as touching, sneezing, or coughing.

## **5. Protective Barriers**

Critical to protection from blood borne pathogens is personal protective gear that acts as a barrier between the individual and the potential infectious material(s). Examples of protective gear that forms a barrier are: bandages covering all cuts and sores and then latex gloves, protective eyewear, face shields, aprons, CPR mask, caps and booties.

## **6. Standard Protective Procedures**

Standard or universal precautions is an approach to infection control used to protect individuals from exposure to all human blood and other potentially infectious materials. The following procedures must be followed whenever assisting another individual in a situation that could result in exposure to blood or other bodily fluids:

- Wear personal protective gear in any exposure circumstance.
- Remove or replace any personal protective gear that is torn or becomes punctured.

- Handle and dispose of any sharp items that may be contaminated with extreme caution. Place the contaminated material in an appropriately labeled container until it can be decontaminated or properly disposed of. Never use bare hands.
- Remove personal protective gear before leaving the work area, and immediately wash hands.

## **7. Cleaning Up a Spill**

When it is necessary to clean up blood or other potentially infected bodily fluid, the following procedures must be followed:

- Wear protect gloves during a cleanup procedure.
- Use ¼ cup bleach to 1 gallon of water, freshly prepared.
- Used disposable towels to absorb the spill.
- Place all cleaning materials in a biohazard container for safe disposal.

## **8. Immediate Implementation of First Aid**

As soon as an employee is involved in an exposure incident (e.g., needle stick, human bite, cuts and abrasions, contact with blood or potentially infectious bodily fluid or materials), the following first aid procedures must be implemented immediately:

**STOP – WASH – REPORT.**

- **STOP** – As soon as an exposure incident has occurred, stop whatever you are doing as soon as possible. Do not delay.
- **WASH** – If blood has spilled on the skin, scrub the area(s) vigorously with soap and water for 15 minutes; or if water is unavailable, use a waterless antiseptic hand cleanser, to be followed as soon as possible with soap and water.
- If blood or bodily fluids has splashed into the eye, nose or mouth, flush the affected area with copious amounts of soap and water for at least 15 minutes.
- After washing the affected area, wipe with rubbing alcohol, hydrogen peroxide, or a fresh 1:10 solution of household bleach (if available and not older than 24 hours).
- For needle sticks or lancet cuts (i.e., unless very deep or extensive), thoroughly wash the area with antibacterial soap and water. Squeeze the area to encourage bleeding, and then scrub the area with rubbing alcohol or hydrogen peroxide.
- Take note of the amount of blood or bodily fluid that made contact to the exposed area and whether or not the skin is cut or otherwise broken.
- Save any contaminated items for testing purposes and, if possible, obtain information from the source individual (e.g., name, address, phone number, medical history, and name of source's physician).



- REPORT – The Camp Director must report the incident immediately (i.e., verbally and then in writing) to the Recreation Specialist/Camp Supervisor who will make a first report of injury to Schaffer Company, Montgomery County third party administrator for Worker's Compensation at 1-888-606-2562 to ensure payment for treatment.
- Seek medical attention from providers, such as an Immediate Care Center, emergency room, personal physician or infectious disease specialist. Ask about Hepatitis B Immune Globulin (HBIG).
- You may choose Medical Access that is contracted by Montgomery County, and they are familiar with the tests, immunizations and any medications that are needed to handle an exposure.

Medical Access

19504 Amaranth Drive, Germantown, MD 20874

Phone: 301-428-1070; Fax: 301-428-3192

Hours: Monday – Friday 8:30 am to 7:30 pm

# **10. Emergency Safety Standards**

## **A. Emergency Safety Plan for Injury or Acute Illness**

In the event of an emergency involving an injury or acute illness, the Camp Director must follow these risk reduction measures:

- Call 911 to summon emergency personnel and then call the Camp Office.
- Notify the parent or the parent emergency contact number.
- Isolate the scene to prevent further injury or illness.
- Have a staff person accompany the child to the hospital and stay until the parent arrives.
- Prepare a written report immediately but no later than 24 hours following the occurrence.
- In the case of an injury, correct the hazard immediately, if possible; study the occurrence to see if changes can be made to eliminate future injuries.

## **B. Safety Plan for Emergency Evacuation**

As a safety precaution, an emergency evacuation drill must be conducted on the first day of every session as follows:

- Staff will escort the campers out of the building in an orderly fashion, and proceed to a safe area (i.e., at least 75 feet from the facility).
- All camp staff must remain with their camp group and take attendance.
- If all campers and staff are accounted for, the Camp Director will maintain order and follow the instructions of emergency personnel.
- If a camper or staff person is missing when the attendance is taken, the emergency personnel must be informed immediately, and staff must follow their instructions.
- When the emergency drill has been completed, the event must be recorded on the appropriate form, and a record of the dates of all emergency drills must be kept on location.

## C. Fire or Other Hazard

If a fire or other hazard occurs, evacuate campers for their safety, following the Emergency Evacuation Safety Plan above. If you cannot stop the fire with a fire extinguisher or sand, call 911 for the Fire Department.

## D. Natural Emergencies

When emergency weather bulletins are issued that warn of high winds, thunderstorms or flooding, the Camp Director will be notified by the Camp Office. The Camp Director, with the help of Camp staff, will move campers to safety. Attendance must be taken to ensure that all campers have been accounted for. Those camps that are outside should immediately move to shelter, and if necessary, a bus will be provided.

*Knowing what to do in an emergency  
provides a safer environment for everyone.*

## E. Air Quality Precautions

In the event of red ozone alerts and/or extreme heat, the Camp Director and staff should do the following:

- Ensure that campers remain indoors or in shady areas and are well hydrated.
- Evaluate planned activities, and change the order of the day so that active games are conducted in the morning when the ozone level and heat is lower, or replace less appropriate activities with ones that are better suited for more extreme weather conditions.

## **F. Emergency Safety Plan for Major Emergencies**

In the event of a major emergency or natural disaster that would be threatening to the well being of the campers (e.g., fire, flood, terrorist act, etc.), the following procedures will be followed:

- **Radio Announcement**

An announcement with instructions will be placed on the following radio stations to notify parents: WMAL-AM (630) WTOP-AM (1500) Contact with these stations is restricted to the Division Chief and the Director of the Recreation Department. Each of these stations has specifically dedicated phone lines and access codes available to the Montgomery County Recreation for emergency purposes.

- **Transportation**

Transportation to an alternate site may be arranged and coordinated at the discretion of the Recreation Supervisor in consultation with the Program Manager.

- **Shelter-in-Place**

If appropriate, camps will follow shelter-in-place procedures to ensure camper safety.

- **Communication**

If appropriate, all camp personnel including Camp Directors, Recreation Specialist/Camp Supervisors, the Recreation Supervisor, Program Manager, and the Division Chief will work together to notify parents of the whereabouts of campers.

- **Crisis Response Protocol**

The Camp Director will be given the most up-to-date version of the Crisis Response Protocol to follow in the event implementation becomes necessary for the safety of campers, volunteers and staff.

# **11. Transportation Standards**

## **A. Authorized County Drivers**

- Only authorized county drivers may transport campers in county vehicles when the need arises. Examples of instances when an authorized county driver might transport a camper would be if a camper missed the bus, needed special transportation for a medical reason, but not in an emergency, or some other individual situation.
- At no time is a private vehicle to be used to transport campers or volunteers.
- Any time a camper is transported in a county vehicle, the parent must be contacted for approval and an incident report to document the occurrence must be submitted within 24 hours.
- If an authorized county driver is observed handling a county vehicle in a dangerous manner or other irregularities occur, he/she should be reported to the Camp Director and the Recreation Specialist/Camp Supervisor immediately.

## **B. Safety Plan for Transportation**

- The bus driver will assume responsibility for the safe passage of all passengers on the bus.
- If a staff person or a JC is assigned to monitor campers who ride the bus, this individual will work under the direction of the bus driver to maintain order.
- The Bus Safety Rules will be enforced to maintain safety for all bus riders.
- In the event of a vehicular accident, the bus driver and/or the lead staff person will call 911 to notify emergency personnel. He/she will provide or secure care for any injured campers, staff or volunteers, and supervision for uninjured campers.
- In the event of a vehicular accident, the bus driver is responsible to identify witnesses and obtain accident emergency information in order to prepare a written accident report.
- Bus traffic is to be carefully controlled and transport zones are to be clearly marked and monitored at the camp site to ensure safety of campers, staff, and volunteers.
- The Transportation Safety Procedures presented in this Manual will be followed for optimum camper security and safety.

## C. Bus Safety Rules (For Camp offsite trips only)

The following Bus Safety Rules are intended to keep campers safe as they ride an authorized camp vehicle:

- Campers and staff will respect and listen to the bus driver, and get on and off the bus in an orderly fashion.
- Staff are responsible for their own conduct and that of the campers while on the bus and maintain a reasonable noise level so the driver does not become distracted (i.e., no yelling or screaming).
- Campers must remain seated while the bus is in motion, and hands and feet must stay inside the bus.
- Campers are not allowed to sit on laps, and no more than three children are to be seated on one seat.
- Shoes must be worn on the bus.
- Staff and campers may not put their feet on the seats or on the seats in front of them.
- Staff and campers may not eat or drink on the bus.
- The aisle must remain clear at all times.
- Objects may not be thrown out of the windows or inside of the bus.
- Campers and staff are not to leave litter on the bus.

***From the time a parent signs in a camper in the morning  
to the time that child is picked up,  
the Camp Director and counselors are responsible for the  
security of that camper.***

# 12. Swim Safety Standards

## A. Expectations for Staff

- Although MCRD hires and trains lifeguards to monitor the activity at the pool, camp staff is expected to provide additional assistance to ensure that campers follow pool safety guidelines. This expectation is because swimming is one of the most dangerous activities that occur during camp hours.
- While at the pool, the Camp Director and you as camp staff are expected to work under the direction of the Pool Manager. Full cooperation and coordination will provide the best environment for the campers.
- **You are on duty at all times while at the pool.** It is required that there is one designated watcher for every 25 swimmers or fewer, and this means that the responsibility of the camp staff is to support the efforts of the lifeguards. The Camp Director will rotate staff to watch at designated spots around the pool deck and in the water for optimum camper safety. In other words, pool time is not a lunch break or for general socialization with other staff.
- You are expected to be in a swimsuit when in the pool (see “Dress Code Requirements,” p.12). When providing supervision around the pool, you are expected to be dressed appropriately with shoes off in readiness to perform a basic water assist.
- Any injury or accident must be reported to the Pool Manager immediately, and an injury/illness report must be prepared.

## B. Attendance Procedures

- It is critical to take attendance when leaving the camp site to go swimming (or for any offsite activity).
- At the pool, taking a head count is a good idea to double check that the same number of campers are getting off the bus that got on.
- At the end of swim, roll call should be taken as the campers board the bus to be sure that the campers that came to the pool are returning. It is essential to be sure that no extra campers are on the bus or have been substituted for one of yours.

## C. General Procedures

- Campers should come dressed to swim. If not, they should be dressed as simply as possible to facilitate changing. Gym shorts and cut-offs are not acceptable swimming attire, and children may not wear underwear underneath their swimsuits. Towels and swimsuits must be labeled.
- Valuables should not be brought to the pool (e.g., radios, watches, toys, etc.)

- Campers should be discouraged from using the snack bar since the swim period is limited to one hour and any time spent at the snack bar takes away from the swimming experience. The easiest way to discourage this is to discourage them from bringing money to the pool.
- Prior to going to the pool, staff should see that none of the campers show signs of illness. In particular, campers should be checked for open wounds, poison ivy, head lice and other similar health issues.

## **D. Swim Safety Rules**

The Swim Safety Rules listed below have been included in the parent packet that was sent to every camper. Staff should review these rules with campers before going to the pool, enforce them at the pool, and consistently model them.

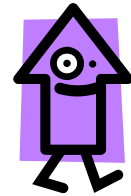
- Before you leave for the pool, change into your swim suit (i.e., cutoffs, shorts or underwear are not allowed).
- Bring your belongings to the Camp Director for safekeeping. Do not leave belongings in the changing room.
- You are expected to always listen to and follow the directions of the camp and pool staff and any PA announcements.
- You may not run in the area around the pool, push others into the pool, or take part in horseplay that might result in injury.
- On the first swim day of each session, a swim test will be given to determine whether or not you need to remain in shallow water.
- For your safety a buddy system may be used at the pool, at which time you will be paired with a buddy whose swimming ability is similar.
- Once you are given the signal to enter the pool, you must remain reasonably close to your buddy while in the water.
- You are to look out for your buddy, and call for help if he or she is having trouble in the water.
- If you or your buddy wants to leave the pool, the other buddy must also leave the water at the same time.
- If you lose track of your buddy, you may have to get out of the pool until your buddy is located.



## E. Procedures at the Pool

- Campers must be kept together and admitted to the pool as a group. One counselor should check in with the pool cashier, and sign the camp in with the number of swimmers.
- Once admitted, the campers should prepare for swimming. The Camp Director should go to an area of his/her choice and have campers deposit their belongings nearby while they swim. The Camp Director is then responsible for the campers' belongings.
- On the first swim day of each session, lifeguards will conduct a swimming test to determine each camper's level of ability prior to participating in water activities. The result of this test will determine which pool may be used. Staff must ensure that campers only swim in the pool for which they have qualified.
- The Camp Director, with the help of pool staff, will then pair each camper with a buddy of similar swimming ability.
- Staff is on duty during the entire swim time. A diagram of the pool will be distributed to indicate where staff is to patrol.
- Staff is expected to participate in the swim activities and be aware of non-swimmers, encourage their efforts to swim, and help monitor their safety.
- The Camp Director must assign all staff to specific roles to ensure that they are engaged with the campers in the pool or as designated watchers (DW) assigned to specific places on the deck.
- The designated watcher should be alert to campers both in the pool and on the deck area. They should be prepared to assist the lifeguards, monitor water play, ensure appropriate behaviors of campers that are in and around the pool, and attend to any other matters involving safety and conduct.
- When the Pool Manager requests assistance in supervising the deck or grass areas, checking the locker rooms, monitoring the water slide or diving equipment, staff is expected to cooperate.

***Do everything with  
enthusiasm.  
It's contagious!***



## F. Procedures at the End of Swim

- Approximately 15 minutes before the end of the swim period, the Pool Manager will call campers out of the water, and they will be expected to exit immediately.
- The campers should pick up their belongings from the Camp Director, and go to the locker rooms to change as quickly as possible. Staff is expected to monitor the campers in the locker rooms.
- When everyone has changed, staff must escort campers to the bus, and take attendance.
- Staff must again check the entire facility to be sure that campers have all of their belongings.

## G. Pool Safety Plan

The following Pool Safety Plan will be in effect for both onsite and offsite swim activities.

- A certified pool operator will maintain the pool to ensure optimum safety and use.
- One certified lifeguard will be on duty for every 50 campers, staff and volunteers using the pool.
- One staff will be on duty as a designated watcher at the side of the pool for every 25 campers, staff and volunteers using the pool.
- The overall ratio of one staff on duty for every 10 campers will be in effect during a swimming activity.
- Campers will be given a swim test to determine swimming ability before being allowed in the pool. Non-swimmers or poor swimmers will be restricted to shallow water during a swimming activity.
- The swim safety rules will be discussed before campers enter the swimming pool.
- The Swim Safety procedures as set down in this Manual will be followed.
- 

**Campers + Water + *Inattentive Staff* = An Accident waiting to Happen**

***But . . .***

**Campers + Water + *Attentive Staff* = Great Fun for Everyone!**

# 13. Behavior Management

## A. Preventive Measures

Implementing preventive measures is an important step in controlling inappropriate behavior. Here are some useful preventive measures to help you manage camper behaviors.

### 1. Structure the Environment

Ask these questions:

- Is space appropriate?  
*(Using a large gym for a storytelling activity may be overwhelming to many children.)*
- Is the group too large or too small?  
*(Too many or too few campers can noticeably affect camper boredom.)*
- Are there too many distractions in the room?  
*(An overly stimulating environment can often result in inattention and stress.)*
- Is there a good program plan?  
*(If the program is boring to campers, they will lose interest and become inattentive or disruptive.)*
- Have alternate activities been planned in case changes need to be made?  
*(If campers lose interest, a quick change of activity can restore their focus.)*
- Is the activity plan too easy or too difficult?  
*(Finding the right level is important to keep campers satisfied.)*
- Are the needs of the campers being met?  
*(Really listening to campers will enable staff to meet their expectations in most cases.)*

### 2. Communicate Expectations

- Have you communicated the physical boundaries to the campers?  
*(Campers do best when they understand the limits.)*
- Have you clearly stated the program standards?  
*(Being proactive often makes it unnecessary to become reactive.)*
- Have you communicated the expectation that participants follow directions and try to participate in every activity?  
*(Starting with frequent reminders of the expectations often makes it possible to cut back on these prompts later.)*
- Have you clearly communicated that hitting, biting and other abusive or violent behavior directed toward other campers, staff, CITs, or the facility and equipment will not be tolerated?
- Have you stated that self-abusive behavior will also not be tolerated?

*(Participants need to understand to the best of their ability the expectations right from the beginning of the program. These expectations need to be realistic and achievable.)*

### 3. **Develop Consequences**

- Have consequences been planned in advance of infractions?
- Have the consequences been communicated to the participants?
- Do you consistently uphold rules and administer consequences?

### 4. **Model Desirable Behavior**

- Are you a good role model; do you demonstrate appropriate behaviors?
- Do you show respect and demonstrate good listening skills when the participant is speaking?

### 5. **Be Consistent**

- Do you consistently enforce rules when participants test the boundaries?
- Are you making rules ineffective because of your inconsistency?

## B. **Behavior Management Techniques**

### 1. **Definition**

Behavior modification is a systematic, performance-based, evaluative method for changing behavior.

### 2. **Techniques**

The following techniques should be implemented to modify behavior:

- **Positive reinforcement** rewards good behavior in a clear, direct and valued way and is an excellent behavior management technique. Examples of positive reinforcement are:
  - Praise (e.g., *This could involve asking the participant to demonstrate something*);
  - Physical contact such as a hand on the shoulder or a high five when appropriate;
  - Actions that express caring;
  - Point system (*when age appropriate*);
  - Additional activities or free time for good behavior;
  - Stickers or treats (*when age appropriate*).
- **Verbal reinforcement** is effective on most children and staff. Here are some great words and expressions that convey approval and provide positive reinforcement:

Fantastic  
Perfect

Wonderful  
Terrific

Yeah  
Exactly

You look great  
Congratulations

Oh, yeah	Positively	Sharp	Very interesting
Way to go	Okay	Good for you.	That's great
Fine	Super	That's better	Nice going
Wow	Nice job	Fabulous	You did it
Awesome			

Add an exclamation point in your tone, and you have gone a long way toward reinforcing the behavior you want.

- **Nonverbal reinforcement** can also be very effective in conveying a positive feeling.  
(e.g., *nod, smile, wink, thumbs up, or other gestures of approval*)
- **Direct Response**
  - At times a direct response is a good technique. **Treating all participants equally** is one possibility. (e.g., “*Everyone should keep their hands to themselves,*” does not single out one child, but may still get the point across.)
  - **A person-to-person dialogue** might be useful. In this case, an open conversation should be initiated that builds trust by first investigating the child’s motive before enforcing discipline.
  - **A direct command** must be clear and specific (i.e., not “*Stop that!*” but “*Stop tickling your neighbor.*”). It must be firm but not harsh, and the intent should be to redirect the child back to the activity.
- **Nonverbal techniques** that also get the point across are:
  - Stand near the child without saying anything;
  - Stare directly at the child with no verbal communication;
  - Lead the child away from the situation;
  - Remove the distraction.
- **Planned ignoring** may be a good method for dealing with a participant who is “acting out.” Generally, the goal of the participant is to gain attention even if it means receiving negative attention. If you fail to satisfy the need for attention through “planned ignoring,” the participant will often tire of the behavior since his/her needs are not being met.
- **Consequences** that are developed, communicated, and consistently enforced for inappropriate behavior are another excellent technique. Some suggestions are:
  - Restrict favorite activities;
  - Make available a “thinking” chair;
  - Place the individual in a “time out” space;
  - Signal interference by flicking lights on and off or by placing a hand on the shoulder, etc.

Avoid threatening disciplinary action that you have no intention of enforcing (*e.g., threatening to leave a participant behind.*)

- **Time Out** is a good option when other techniques have failed. A designated “time out” spot should be chosen in advance, and this technique should be implemented in a step-by-step fashion as follows:

- Keep the participant in the same room (if reasonable), and return him/her to the group activity after only a few minutes when the behavior has stabilized and he/she appears “ready” to rejoin the group.
- If the behavior recurs, remove the participant from the room so he/she cannot be seen or heard and cannot see or hear the program activity. In this situation, a staff person must accompany or be able to observe the participant at all times. Discuss with the participant the behavior that resulted in removal from the group. Allow a longer cooling down time, and only return the participant to the group when he/she is calm.
- Be sure the time out is not actually a reward that allows the child to avoid a disliked activity.

- **Behavior Chart**

At times setting up a behavior chart for a participant is an effective means of modifying behavior. A chart helps staff monitor behavior throughout the day, and the camper is continuously made aware of the need to control his/her behavior. When preparing a chart, the points to consider are:

- Clarify the desired behavior (*e.g., keep your hands to yourself and no hitting*);
- State the positive as well as the negative consequences;
- Rewards might be a token system, a certificate or treats.

- **Behavior Agreement**

Setting up a behavior agreement is a serious step involving the parent. Here are some suggestions:

- Use simple, direct language;
- State what is appropriate behavior;
- Include measurable goals (*e.g., time frame*).

***When handling misbehavior,  
consistency is the key.***

## C. Implementing Behavior Management

When inappropriate behavior disrupts the program or is unacceptable to staff or participants, the following measures should be taken:

- Ask the participant to stop the inappropriate behavior (*e.g., hitting, biting or other abusive, violent or annoying behavior*).
- If the inappropriate behavior continues, administer suitable behavior management techniques as listed above.
- When redirecting behavior, verbal or physical abuse is never tolerated.
- The Camp Director is responsible to implement or see that appropriate behavior management techniques are implemented. All staff (i.e., paid and volunteer) are expected to uphold and assist in their implementation.
- The Camp Director should immediately begin written documentation of the behavior and incidents, and include the following:
  - Describe the situation that preceded the behavior;
  - Describe the actual observed behavior, using objective language;
  - Describe the results of the behavior, including how staff and other participants reacted or were affected.

Note: The behavior management worksheet is a very helpful tool.
- If a participant displays a pattern of inappropriate behavior, the Camp Director should notify the Camp Coordinator. The Camp Coordinator will discuss the concerns with the Camp Supervisor who will determine whether giving suggestions for a new plan is sufficient at this time or whether a member of the Therapeutic Recreation Team should observe the situation.
- If the Camp Coordinator, in consultation with the Camp Supervisor, considers the behavior sufficiently disruptive, he/she will contact the parent/guardian to discuss the following:
  - Has this behavior been observed before?
  - If so, what tends to cause this behavior?
  - Is there a behavior management plan already in existence that effectively controls the behavior?
  - Does the parent have a recommendation for managing this behavior so the program can be successful for all?
- After the situation is assessed, the Camp Coordinator will work with program staff to develop a behavior management plan.
- The plan will then be shared with the participant, parent/guardian and staff for consistent implementation and an agreement signed. A behavior chart may be one way to implement this agreement.

- If disruptive behavior persists, a second meeting may be held with the participant, parent/guardian, program staff, and Camp Coordinator to discuss appropriate options.
- The Camp Coordinator, in consultation with the Camp Supervisor and in conjunction with the Mainstream Companion Manager of the Therapeutic Recreation Team, will determine whether dismissal from the program is necessary. If dismissal is the decision, the parent/guardian will be informed and, it will become effective immediately.

## 14. Customer Relations

### A. Customer Service

Having good customer relations is vital to a successful summer program. As a representative of MCRD, it is vital that you treat people with courtesy, helpfulness and understanding so as to maintain the highest level of customer service. Here are some general pointers for maintaining good customer relations:

- Greet parent visitors with courtesy and enthusiasm. Explain the program, and permit them to stay and observe activities if they desire.
- Point out written materials, fliers, weekly schedules and bulletin board displays that give further information and evidence of a good program.
- Answer questions correctly and/or refer the person to someone who can give correct answers. In other words, if you do not know the answer to a question, ask for help.
- When appropriate, suggest to parents that they pass the word along to other potential participants regarding the high caliber of the program.
- Have evaluation brochures available, and encourage parents to complete them so that their feedback can help to improve the program.

### B. Customer Complaints

Complaints must be taken seriously. They act as warning signals that something is wrong or missing. If complaints are given prompt and careful attention, the department can often improve its services as well as its customer relations. If a parent complains about the program, follow these guidelines:

- Always handle complaints out of earshot from the campers.
- Remain calm and courteous, regardless of the customer's demeanor.
- Good "customer relation" techniques are:
  - Actively listen.
  - Address the person by name.



- Acknowledge that you hear what the person is saying by paraphrasing or taking notes.
  - Ask questions to demonstrate a sincere desire to better understand the issue.
  - Apologize for the inconvenience.
  - Thank the person for bringing the problem to your attention.
- Allow an angry person to explain his/her anger and calm down before you respond to the complaint. Avoid becoming defensive.
  - If insulting language is used, or if the situation becomes a personal confrontation, simply walk away from the person. To trade insults will only make a bad situation worse.
  - If the complaint concerns something within your control, take action immediately. If not, refer the person to your supervisor. Do not make promises you cannot keep, and inform your supervisor of the situation as soon as possible.
  - Complete an incident report when appropriate.

## **C. Customer Feedback**

Obtaining customer feedback helps MCRD reach its goal of continuous improvement. Conveying a responsive attitude is an important part of helping customers feel satisfied with the service they are receiving.

Each program is expected to distribute a program evaluation brochure to the parents at the close of every session. They may also go online to [montgomerycountymd.gov/rec](http://montgomerycountymd.gov/rec) and click on “Summer Programs” to evaluate the program.

## 15. Services and Mandates

### A. The Americans with Disabilities Act

MCRD is committed to full compliance with the ADA (Americans with Disabilities Act). Auxiliary aids or services, such as a mainstream companion, ASL or cued speech interpreter, or large print, are available upon request from the parent. These services are provided to make every camper's experience a successful one. If it appears that a participant may benefit from a mainstream companion, discuss the option with the parent. Then ask the parent to contact the Therapeutic Recreation Office to make a request. If you find that a participant has a need for auxiliary aids or services other than a companion, you may call the same number (240-777-6870)

### B. Diversity

Montgomery County recognizes the many diverse groups that live and work within its borders. It embraces the ideals that all individuals are accepted and included in the Department of Recreation, and it mandates that all staff and participants are treated fairly and equally. The County has a wealth of diversity, and it is important to be sensitive and respectful of the values, traditions and beliefs of all individuals. Diversity encompasses the recognition, valuing, and respect of all unique differences that exist in individuals including but not limited to: gender, race, color, ethnicity, national origin, religion, age, physical characteristics, sexual orientation, socio-economics, styles, comprehension abilities, and disabilities.

### C. Child Abuse Mandates

At all times, you must be alert for potential signs of child abuse or neglect, whether sexual or physical.

***We take child abuse seriously.  
A criminal background check is made of all staff for  
offenses related to child abuse.***

#### 1. Child Abuse Facts

- Boys as well as girls can be victims of sexual abuse.
- Sexual abuse also includes showing young children pornographic materials.
- A large percentage of abused or neglected children are abused by people known to them, either a family member, family friend, or someone who has established a trusting relationship.

## **2. Symptomatic Behavior**

Many children are not able to verbally express a sexual experience but may exhibit one or more of the following symptomatic behaviors that may indicate child abuse or neglect:

- Advanced sexual knowledge;
- Increased isolation from peers;
- Constant physical complaints;
- Consistently arriving without lunch or proper clothing;
- Unusual bumps, bruises or burns.

## **3. Steps to take if Abuse is Suspected**

- If a child begins to discuss inappropriate sexual contact, listen to him/her carefully. Realize that he/she may not have the vocabulary to express sexual behavior, or he/she may not understand fully just how inappropriate the sexual behavior may have been.
- Try to write down the child's exact words immediately after the conversation so your reporting can be accurate.
- Do not express doubt or disbelief to the child. Children do not have the experience to make up sexual behavior, and cases of false reporting are extremely low.
- Contact the Program Supervisor immediately. Do not wait and do not discuss it with other staff. It is the law that you must report suspected child abuse. Child Protective Services or the Sexual Assault Services of the Health Department will be contacted.
- An interview will follow where it will be important for you to be as accurate as possible in detailing the facts as you know them.

## **D. Recycling**

- Montgomery County has a strong recycling program, and staff is encouraged to participate in recycling at camp.
- It is recommended that staff model recycling, particularly at lunch and at clean-up times.
- Discuss recycling with the campers, and encourage their participation during lunch and clean-up activities as well.

## 16. Administrative Forms

### A. Time Sheet

You are expected to complete and sign your own time sheet accurately, following the formulas below. You then submit your time sheet to the Camp Director for approval, and he/she will turn it in to the Camp Office by the scheduled deadline.

- **Little People Centers**
  - Camp Director and Assistant Director — 5 hours per day
  - All other staff — 4.5 hours per day
- **Summer Camps**
  - Camp Director and Assistant Director — 8 hours per day
  - All other staff — 7 hours per day
- **Summer Fun Centers**
  - SFC Director — As Per Written Agreement
  - All other staff — As Per Written Agreement

Note: You will not be paid for additional hours unless approved by the Camp Supervisor for extenuating circumstances.



<b>Regular Pay Rate:</b>			<b>NAME:</b>										Dept. No. 7221 06    Position No. 000							
			<b>(LAST)</b>			<b>(FIRST)</b>			<b>(MIDDLE)</b>				Job Class:    Job Schedule:							
<b>Pay Period:</b>					<b>Department Name: Recreation</b>								<b>SSN (last 4 digits) xxx-xx-</b>							
<b>EARN TYPE REG or VP</b>	<b>TOTAL HOURS</b>		<b>COST CENTER</b>	<b>COMMUNITY CENTER OR PROGRAM</b>	<b>JOB DESCRIPTION</b>	<b>S</b>	<b>M</b>	<b>T</b>	<b>W</b>	<b>T</b>	<b>F</b>	<b>S</b>		<b>S</b>	<b>M</b>	<b>T</b>	<b>W</b>	<b>T</b>	<b>F</b>	<b>S</b>
			72274	SUMMER FUN CTR	DIRECTOR															
			72274	SUMMER FUN CTR	ASST. DIRECTOR															
			72274	SUMMER FUN CTR	SR. LEAD STAFF															
			72274	SUMMER FUN CTR	STAFF															
					<b>TOTAL HOURS</b>															

**MONTGOMERY COUNTY MARYLAND**  
**BI WEEKLY TIME SHEET**  
**PAYROLL - 1**

THIS IS TO CERTIFY THAT MY RECORD OF TIME AND  
ATTENDANCE AS SHOWN IS CORRECT.

\_\_\_\_\_  
Employee's Signature

THIS IS TO CERTIFY THAT I HAVE EXAMINED THIS RECORD OF  
TIME AND FOUND IT TO BE ACCURATE TO THE BEST OF MY KNOWLEDGE.

\_\_\_\_\_  
Center Director's Signature

\_\_\_\_\_  
Mgr./Sup. Int.

## B. Weekly Activity Plan

The weekly activity plan is for you to use when planning program activities for each week. You may then use it when implementing the plan each day.

Montgomery County Recreation  
Summer Camps

# Weekly Activity Plan

Camp: \_\_\_\_\_

Week Beginning: \_\_\_\_\_

Theme for the Week: \_\_\_\_\_

Remember: Think *Activity Rotations*

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:00					
6:00					

# Director's/Assistant Director's Performance Assessment

Employee: \_\_\_\_\_

Position/Grade: \_\_\_\_\_

Evaluation Period: \_\_\_\_\_ Year \_\_\_\_\_

Program: \_\_\_\_\_

Rating: 1 = Poor 2 = Below Average 3 = Average 4 = Above Average 5 = Outstanding N = Not Observed

ATTITUDE and PROFESSIONALISM	5	4	3	2	1	N
• Shows motivation and enthusiasm in all situations						
• Projects a cooperative attitude toward co-workers and supervisors						
• Accepts supervision and shows responsiveness to suggestions						
• Demonstrates common sense, maturity and good judgment						
• Exhibits an approachable friendly demeanor to campers, staff, parents						
• Interacts professionally with parents ( <i>i.e., intervening and reassuring</i> )						
• Sets a good example, exhibiting appropriate, professional behavior						
• Looks for ways to improve the program ( <i>not content with status quo</i> )						
• Demonstrates positive leadership with participants and staff						
• Communicates effectively with staff, participants and parents						
• Presents a neat personal appearance and wears required uniform						
RELIABILITY	5	4	3	2	1	N
• Is punctual in all responsibilities; carries out scheduled activities						
• Is dependable and timely in following through on assigned tasks						
• Can be trusted to carry out program goals with a cooperative attitude						
• Represents MCDR in a positive way and adheres to its policies						
• Maintains confidentiality in regards to all participant and staff issues						

(over)

ADMINISTRATIVE RESPONSIBILITIES	5	4	3	2	1	N



• Handles the gift/trade account cards and cell phone responsibly						
• Submits paperwork on time ( <i>e.g., incident reports, time sheets, etc.</i> )						
• Attends camp daily and oversees the attendance of all staff members						
• Holds functional staff meetings at least once per session						
• Produces a quality newsletter each session						
• Counsels staff members and documents any inappropriate behavior						
<b>PROGRAM RESPONSIBILITIES</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>N</b>
• Provides a balanced and varied program, using a daily written plan						
• Demonstrates originality and initiative in program planning						
• Takes daily attendance carefully and accurately						
• Takes trip attendance: before boarding and on the bus ( <i>both ways</i> )						
• Responds quickly to phone calls from supervisor/parents						
• Knows and upholds pool rules and regulations						
• Understands and implements behavior modification techniques						
• Supervises, guides, corrects and encourages CITs and companions						
• Works with TR & parents to help children with disabilities succeed						
<b>SAFETY RESPONSIBILITIES</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>N</b>
• Sees that all health forms are received and organized correctly						
• Keeps an accurate health log, following procedures						
• Conducts evacuation drills each session and site inspections daily						
• Responsibly dispenses participant and underage staff medications						

Recommended for re-employment in this program? ☐ Yes ☐ No      In another program? ☐ Yes ☐ No

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor's Signature: \_\_\_\_\_

Montgomery County Recreation

# Employee Performance Assessment

(Non-Supervisory Staff)

Employee: \_\_\_\_\_

Position/Grade: \_\_\_\_\_

Evaluation Period: \_\_\_\_\_ Year \_\_\_\_\_

Program: \_\_\_\_\_

Rating: 1 = Poor 2 = Below Average 3 = Average 4 = Above Average 5 = Outstanding N = Not Observed

ATTITUDE	5	4	3	2	1	N
• Shows motivation and enthusiasm in all situations						
• Projects a cooperative attitude toward co-workers and supervisors						
• Accepts supervision and shows responsiveness to suggestions						
• Demonstrates common sense, maturity and good judgment						
• Exhibits a pleasant and friendly demeanor to campers, staff, parents						
LEADERSHIP RESPONSIBILITIES	5	4	3	2	1	N
• Is a positive role model to both participants and staff						
• Looks for ways to improve the program ( <i>not content with status quo</i> )						
• Demonstrates positive leadership with the participants						
• Communicates effectively with staff and participants						
• Understands and implements behavior modification techniques						
• Plans and maintains an appropriate, varied and full program						
• Keeps alert to safety issues at all times						

(over)

	5	4	3	2	1	N
<b>RELIABILITY</b>						
▪ Is punctual in all responsibilities; carries out scheduled activities						
▪ Is dependable and timely in following through on assigned tasks						
▪ Fully participates in planning, discipline and clean-up responsibilities						
▪ Can be trusted to carry out program goals with a cooperative attitude						
▪ Represents MCDR in a positive way and adheres to its policies						
<b>APPEARANCE</b>	5	4	3	2	1	N
▪ Presents a neat personal appearance						
▪ Wears the required staff uniform daily ( <i>i.e., tennis shoes, staff shirt</i> )						
<b>RECREATION SKILLS</b>	5	4	3	2	1	N
▪ Sports and athletic skills						
▪ Arts and crafts skills						
▪ Nature skills						
▪ Camping and/or outdoor skills						
▪ Specialty skills in art						
▪ Skills in low-organized games						
▪ Skills in impromptu programming						
▪ Special interests and hobbies integrated into the program						
▪ Other ( <i>write in</i> )						

Recommended for re-employment in this program? ☐ Yes ☐ No

In another program? ☐ Yes ☐ No

Employee's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Supervisor's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## F. Staff Action Report

The staff action report is used to record an incident involving a staff person. It serves as a warning and correction to the staff person for unacceptable behavior. The goal is to help the staff person understand the problem, and modify his/her behavior. The staff action report becomes documentation of unacceptable staff behavior and the result may be release from employment.

Montgomery County Recreation

### Staff Action Report (For non-medical, adverse actions only)

Name of Staff: \_\_\_\_\_

Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Name of Reporting Staff: \_\_\_\_\_

Staff Action Report (circle):

Camp/Program: \_\_\_\_\_

#1      #2      #3      #4

#### Type of Staff Action:

- ☐ Failure to abide by signed employment agreement
- ☐ Late arrival to program
- ☐ Unauthorized departure from site during program hours
- ☐ Failure to wear official uniform (i.e., staff shirt, tennis shoes)
- ☐ Inattentiveness to participants and/or program duties
- ☐ Irresponsible behavior affecting participants and/or staff
- ☐ Insubordination to program leadership
- ☐ Misuse/abuse of program equipment
- ☐ Other: \_\_\_\_\_

Explain: \_\_\_\_\_

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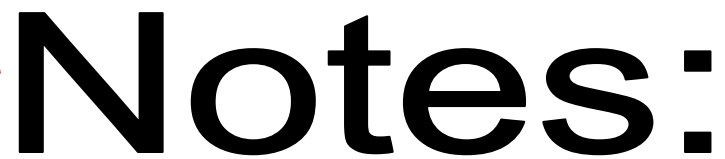
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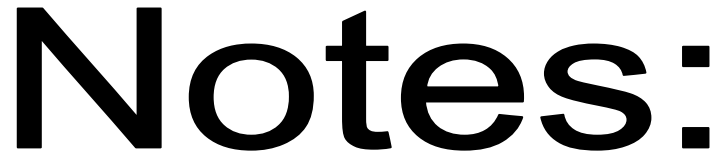
#### Consequence of Staff Action:

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Follow-Up: \_\_\_\_\_

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

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